



**BROWARD
COMMUNITY
COLLEGE**

**Addendum
to the
Self-Study
Report**

1992

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BROWARD COMMUNITY COLLEGE

**ADDENDUM TO THE
SELF-STUDY REPORT**

for the

SOUTHERN ASSOCIATION OF
COLLEGES AND SCHOOLS

1992

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PREFACE

The purpose of the Addendum to the Self-Study Report is two-fold: (1) to highlight progress and significant changes at Broward Community College since the completion of the Self-Study Report and (2) to present the College's Self-Study Action Plan for addressing the 31 recommendations and 69 suggestions presented in the report.

Sections III-VI open with text that highlights progress and significant changes in their respective areas. To clarify the relationship of this text to the Self-Study Report, each "update" opens with the corresponding quotation from the report.

All sections contain grids that outline the College's Action Plan for addressing the concerns expressed in the Self-Study Report. Each entry lists the recommendation/suggestion, the College's response, the person responsible for implementing the response, and the target completion date.



SECTION I

**PRINCIPLES and PHILOSOPHY
of ACCREDITATION**

SELF-STUDY ACTION PLAN

Section I: Principles and Philosophy of Accreditation	College Response	Person(s) Responsible	Target Completion Date
<p>RECOMMENDATIONS</p> <p>Representation of Status (1.7)</p> <p>1. Ensure that all references to the College's accreditation status with the Southern Association of Colleges and Schools use the prescribed wording.</p>	<p>The wording in the college catalog will be corrected for the 1993-94 edition.</p>	<p>Registrar/Director of Enrollment Management</p>	<p>5/93</p>



SECTION II

INSTITUTIONAL PURPOSE

SELF-STUDY ACTION PLAN

Section II: Institutional Purpose	College Response	Person(s) Responsible	Target Completion Date
RECOMMENDATIONS	<p>During the 1992-93 school year, the College will engage in a review of the College mission statement. This review will involve faculty, staff, and community members. It will be conducted by the College Planning Committee and the results of this review will be presented to the Board of Trustees for possible modification.</p>	President	7/1/93
<p>2. Ensure that the mission/purpose statement reflects all components of the institution's purpose, including public service.</p>			



SECTION III

INSTITUTIONAL EFFECTIVENESS

Section III

Institutional Effectiveness

PLANNING AND EVALUATION (3.1)

Self-Study Report (p. 2) The College Planning Committee is currently working with appropriate College personnel to develop specific goal statements based on these Indicators of Success.

Update Goals have been set for 14 of the 16 collegewide indicators, and a document publishing this information for internal and external distribution is being prepared.

Self-Study Report (p. 4) Each course outline now identifies the overall course goals, overall unit goals, and learning outcomes for each unit. This information is being placed into the mainframe computer database for access by all academic department heads and faculty.

Update Over five hundred course outlines have been uploaded to the mainframe. Information Systems staff are working to ensure that the remaining course outlines are uploaded shortly.

SELF-STUDY ACTION PLAN

Section III: Institutional Effectiveness	College Response	Person(s) Responsible	Target Completion Date
<p>RECOMMENDATIONS</p> <p>Planning and Evaluation (3.1)</p> <p>3. Use the goals established for the Indicators for Success in the budgetary process.</p> <p>4. Develop a planning and evaluation process, which includes annual goals, strategies for implementation, evaluation of goal achievement, and documentation of the results of this evaluation, for all areas under the supervision of the Vice President for Academic Affairs.</p>	<p>The interim goals were used by the College to help formulate the budget priorities for 1990-91. However, because the 1991-92 planning process was still in development during the budget year, the draft indicators were not used. By August of 1992, the indicators and the goals will be completed and published. Although they may have some impact on the formulation of the 1992-93 budget, they will be used for the first time in the formulation of the 1993-94 budget.</p> <p>The new Vice President for Academic Affairs will develop, with her staff, a planning and evaluation process for all areas under her supervision to be in effect for the 1993/94 academic year. The goals, strategies and evaluation will be developed cooperatively with the Office of Institutional Planning and the College Planning Committee.</p>	<p>President</p> <p>Vice President for Academic Affairs</p>	<p>7/1/93</p> <p>7/1/93</p>

SELF-STUDY ACTION PLAN

Section III: Institutional Effectiveness	College Response	Person(s) Responsible	Target Completion Date
RECOMMENDATIONS			
5. Annually develop goals and strategies for their implementation for all areas under the supervision of the Vice President for Business Affairs, the Vice President for Human Resources and Support Services, and the Vice President for Student Affairs.	<p>Meetings have been held with Directors in the Business Affairs areas who have set in motion procedures to develop goals and strategies for their implementation.</p> <p>This is done in the areas of Staff Development, Information Systems, and Institutional Research. Annual written goals will be done for Human Resources Management and Printing and Graphic Arts.</p> <p>All areas under the supervision of the Vice President for Student Affairs have developed a long range set of goals and strategies. Many of these do not change from year to year. The Student Affairs staff is developing a process for the re-adoption of goals annually.</p> <p>At the end of the fiscal year, each area of operations presented its evaluation of the year just completed. These evaluations were used to develop goals for the ensuing year.</p>	<p>Vice President for Business Affairs</p> <p>Vice President for Human Resources and Support Services</p> <p>Vice President for Student Affairs</p> <p>Vice President for Business Affairs</p>	<p>6/1/92</p> <p>6/30/92</p> <p>9/1/92</p> <p>7/1/92</p>
6. Document the results of the end-of-year evaluation of goal achievement in Business Affairs, Development, and Student Affairs and on both Central and South Campus, and use that evaluation to develop new goals.			

SELF-STUDY ACTION PLAN

Section III: Institutional Effectiveness	College Response	Person(s) Responsible	Target Completion Date
RECOMMENDATIONS	The goals and objectives of the Development area need to be formally evaluated each year and used to develop new goals for the next academic year.	Vice President for Development	8/30/92
	The addition of the Special Assistant to the Vice President for Student Affairs will make it possible for the Student Affairs area to evaluate each goal. Multi-year goals will be evaluated at the conclusion of the timeframe specified in the goals document.	Vice President for Student Affairs	1/1/93
	Central Campus had a town meeting on April 22 and the main focus was a review of the goals and outcomes for 1991-92. Documentation includes an evaluation form to evaluate performance and a request for projects or issues to be addressed in 1992-93.	Central Campus Provost	Completed
	Goals will be evaluated during staff meetings at the beginning and end of the academic year prior to establishing new goals. Measurable outcomes will be used in addition to the <u>action list</u> to evaluate the campus goals. The <u>action list</u> includes goals and campus projects, giving the start date, current status and date of completion.	South Campus Provost	6/30/93

SELF-STUDY ACTION PLAN

Section III: Institutional Effectiveness	College Response	Person(s) Responsible	Target Completion Date
RECOMMENDATIONS			
7. Establish an evaluation and budget process to tie the resources of Human Resources and Support Services to the educational purpose and goals of the College and provide an annual report to the President's staff.	Goals will be established that relate to the College's goals. An evaluation of the success in reaching those goals will be conducted by year-end.	Vice President for Human Resources and Support Services	6/30/93
8. Using a broad-based approach, annually develop goals and strategies for their implementation for all departments at South Campus.	Currently South Campus uses a "grass roots" approach to developing goals, i.e. each department establishes goals which are discussed and ranked in priority order. Departments annually participate in a goal-setting retreat. However, two departments did not have goals due to vacancies. A plan will be established to include these two departments in goals for the 1992-93 academic year. Goals will be disseminated to all faculty and staff at the beginning of the academic year. They will be discussed during campus-wide faculty, staff, and departmental meetings. Additionally, progress reports on campus goals will be made at faculty meetings.	South Campus Provost	9/1/92
9. For each South Campus goal, prescribe the method of evaluation and collect appropriate data.	Measurable outcomes of goals developed will be reviewed from the results of a survey distributed to faculty and staff.	South Campus Provost	6/30/93

SELF-STUDY ACTION PLAN

Section III: Institutional Effectiveness	College Response	Person(s) Responsible	Target Completion Date
<p style="text-align: center;">SUGGESTIONS</p> <p>Planning and Evaluation (3.1)</p> <ol style="list-style-type: none"> 1. Give an end-of-year report of the annual evaluations of the Academic Affairs, Business Affairs, Development, and Student Affairs areas to the President's staff for distribution to other areas of the College. 2. Conduct a systematic evaluation of the services provided by the Business Affairs and Student Affairs areas in order to provide broad-based involvement in the planning process. 3. Where appropriate, have the Vice President for Business Affairs give progress reports to the President's staff and those served by the annual goals established each year. 4. Have the Marketing/College Relations area distribute the annual goals and strategies to the President's staff and other affected areas of the College. 			
	The vice presidents will submit to the President no later than August 1 of each academic year an evaluation of the goals and activities of their areas.	Vice President for Academic Affairs, Vice President for Business Affairs, Vice President for Development, Vice President for Student Affairs	8/1/93
	As an integral part of the Institutional Effectiveness Program, evaluations of services provided by the Business Affairs area will occur on a regular basis. The procedures for this are currently in place.	Vice President for Business Affairs and Vice President for Student Affairs	8/1/93
	On occasions, the President's staff and others served by the Business Affairs areas will be given progress reports.	Vice President for Business Affairs	8/15/92
	These goals are part of the Development area's report described in 3.1. Additionally, the Marketing/College Relations area conducts a collegewide goals workshop. These results will be shared collegewide when available.	Vice President for Development	9/30/92 1/1/93

SELF-STUDY ACTION PLAN

Section III: Institutional Effectiveness	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS	An evaluation of the success in reaching goals will be done by year-end and used in setting goals for the upcoming year.	Vice President for Human Resources and Support Services	6/30/93
5. Conduct a systematic evaluation of the services provided by the Human Resource Management and Printing and Graphic Arts areas in order to provide additional data in the goal setting process.			



SECTION IV

EDUCATIONAL PROGRAM

Section IV

Educational Program

UNDERGRADUATE PROGRAM (4.1)

Undergraduate Admission (4.1.1)

Self-Study Report (p. 2) In 1991, the Vice President for Academic Affairs and the Vice President for Student Affairs appointed a Task Force on Academic Restrictions comprised of both faculty and administrators to investigate the feasibility of limiting or restricting the enrollment of students who do not have the necessary academic preparation for college. The task force currently is in the process of formulating its recommendations.

Update In response to the recommendations of the Task Force on Academic Restrictions, the Student Success Committee and the College intend to establish a computer-managed student tracking system that will identify students who are not progressing satisfactorily toward their degree goals. Once these students have been identified, the College will work with them to devise an academic plan that will lead to their success. Part of this plan will be the limiting of the number of credit hours these students can take so that their efforts can be more focused. The goal is to create a pattern of successful course completion for these students. Determining the standards to be used in this system and charting the programming work to be done are scheduled for the 1992-93 academic year. Should the College obtain the Title III grant it has applied for, progress on this system should move more quickly due to the additional resources that will be available to address this issue.

Undergraduate Instruction (4.1.4)

Self-Study Report (p. 16) Between July 1991 and March 1992, the SPD Committee recommended funding for over \$600,000 in program development projects and nearly \$60,000 in staff travel.

Update By the end of June 1992, the SPD Committee had allocated \$732,442.03. Although state budget negotiations in the spring at one point forced the President to designate 1992-93 sabbatical leaves for funding through SPD, the actual state allocation for 1992-93 has

allowed him to fund sabbaticals through the College budget. That move, which restores full SPD funding for 1992-93, should enable the College to continue this important activity on a normal basis.

Self-Study Report (p. 17) The most recent incentive to fostering faculty excellence has established thirty-one endowed teaching chairs that are available to tenured faculty for three-year appointments. The recipients receive an annual cash award of \$5,000 and an additional \$2,500 each year for professional development to be used for equipment purchase, travel, or instructional enhancement.

Update In May 1992, the first five faculty recipients of the Endowed Teaching Chairs were announced. Although the selection process worked well, the Endowed Teaching Chair Committee prepared some suggestions for improvement. These suggestions were considered in a lively discussion at the faculty meeting on June 22, 1992. The most significant change adopted by the faculty at that time gave voting privileges to the student members of the committee.

Self-Study Report (p. 19) Upon approval of the Vice President for Academic Affairs, time-shortened courses consisting of 32 contact hours can be offered through the Weekend College.

Update As a result of concerns that Weekend College courses did not contain equivalent academic rigor, 32-contact hour courses are no longer available through this delivery system. A revised calendar requiring at least 44 contact hours for these courses will be used for the 1992-93 school year. The increased number of hours in the Weekend College schedule should enable faculty to cover the course content in a manner more consistent with the course objectives and the traditional course calendar. Because of continued concern by some faculty, particular care will be taken to evaluate this new schedule, and modifications will be made if necessary.

CONTINUING EDUCATION, OUTREACH AND SERVICE PROGRAMS (4.3)

Self-Study Report (p. 24) Each May since 1988, the Center for Health Science Education (CHSE) has organized another of the College's minority programs, Minority Recruitment Day, which

encourages middle school students to remain in school by showing them a college campus and presenting them information on careers.

Update Minority Recruitment Day was held again very successfully on May 22, 1992. This program continues to help middle school students and staff get an introduction to the career education possibilities at BCC and to demonstrate how this learning can be exciting. Evaluations from the students and the middle school staff attest to the importance of this program in helping these students gain a better idea of the opportunities available and an understanding of the relationship between their progress in the K-12 system and their future success.

FACULTY (4.4)

Off-Campus Sites (4.4.2.4)

Self-Study Report (p. 29) Credit courses in banking along with a limited selection of general education courses are offered at the Fort Lauderdale Center/University Tower complex, the location of the collegewide administrative offices. Due to renovations to expand classroom space at the Fort Lauderdale Center, the number of classes currently offered at this site has been temporarily reduced.

Update The Fort Lauderdale Center will reopen for classes in August 1992 as scheduled. To take advantage of the new instructional facilities that have emerged from the renovation, the offerings at the Center have been greatly expanded. The fourth floor classrooms are fully scheduled for the fall, and the fifth floor rooms will be available for full scheduling in January 1993. Because two full-time faculty positions have been allocated to the Fort Lauderdale Center, for the first time in many years full-time discipline faculty will be based there. The student services function, including counseling and advising, was recently consolidated under the Center administrator.

SELF-STUDY ACTION PLAN

Section IV: Educational Program	College Response	Person(s) Responsible	Target Completion Date
RECOMMENDATIONS			
<p style="text-align: center;">Undergraduate Admission (4.1.1)</p> <p>10. Ensure that transfer students are informed of the amount of credit which will transfer, preferably prior to their enrollment, but at the latest, prior to the end of the first academic term in which they are enrolled.</p>	<p>College policy will be changed by September 1, 1992 to reflect that transfer students' transcripts will be evaluated by the end of their first term of enrollment. The staff necessary to achieve this objective will begin to be added as resources permit during academic year 1992-93 and completed by the end of 1993-94 academic year.</p>	<p>Vice President for Student Affairs</p>	<p>6/30/93</p>
<p>11. Accept transfer credit only from post-secondary regionally accredited institutions or in accordance with the exceptions listed in Section 4.1.1 of the <u>SACS Criteria for Accreditation</u>.</p>	<p>The College is now in full compliance with Section 4.1.1 of the SACS criteria.</p>	<p>Vice President for Student Affairs</p>	<p>7/1/92</p>

SELF-STUDY ACTION PLAN

Section IV: Educational Program	College Response	Person(s) Responsible	Target Completion Date
RECOMMENDATIONS			
<p>Undergraduate Completion Requirements (4.1.2)</p> <p>12. Ensure that the basic core of general education courses provides components designed to ensure competence in oral communication.</p>	<p>The Curriculum Committee will be charged with developing a process to document where oral communication skills are taught and evaluated in both the A.A. and A.S. Degree general education requirements. Where those skills cannot be documented in a program or degree, the Committee will recommend curriculum changes to be included in the 1993/94 college catalog that ensure these skills are taught and evaluated. This competency can be met through the addition of a specific course or by the revision of an existing course(s).</p>	<p>Vice President for Academic Affairs</p>	<p>3/1/93</p>

SELF-STUDY ACTION PLAN

Section IV: Educational Program	College Response	Person(s) Responsible	Target Completion Date
RECOMMENDATIONS Undergraduate Curriculum (4.1.3) 13. Ensure that responsibility for program oversight and coordination, as well as for curriculum development and review, is assigned to persons academically qualified in the field. 14. Ensure that at least one full-time faculty member with appropriate credentials has primary teaching assignment for each curricular area in which a major in a degree program is offered.	<p>The unique nature of Financial Services (Banking) and Postal Management depends on the expertise of people employed in the field to provide the technical instruction. A full-time academic administrator or full-time faculty program manager is assigned to provide program coordination and oversight. All faculty who teach in the degree programs must meet College certification requirements for academic preparation and experience.</p> <p>Interior Design is considered to be a part of the architecture program which does have full-time faculty and a full-time faculty program manager.</p> <p>Full-time faculty who teach in the Automotive Technology program are employed by the educational partner, Sheridan Vocational School, one of the three vocational schools in the Broward County Public School System. These full-time faculty teach the technical courses in the program.</p>	<p>Vice President for Academic Affairs</p> <p>Vice President for Academic Affairs</p>	<p>In Compliance</p> <p>In Compliance</p>

SELF-STUDY ACTION PLAN

Section IV: Educational Program	College Response	Person(s) Responsible	Target Completion Date
RECOMMENDATIONS			
<p>Undergraduate Instruction (4.1.4)</p> <p>15. To ensure that students have a clear understanding of the goals and requirements of each course, the nature of the course content, and the methods of evaluation to be employed, amend the contents suggested for course syllabi in the <u>Faculty-Staff Handbook</u> to make these elements mandatory.</p>	<p>Effective with the 1992/93 <u>Faculty/Staff Handbook</u>, the wording in the section on course syllabi will be changed from "suggested" to "required contents" to include the course name and number; faculty name, phone number, and office location; textbook and supplemental materials; grading policy; class attendance policy; course objectives and outline of activity for the semester; and CLAST competencies where applicable.</p>	<p>Vice President for Academic Affairs</p>	<p>9/1/92</p>
<p>16. Make certain that all programs with external agencies have written, board-approved contracts that grant ultimate control and supervision of the learning experiences to BCC.</p>	<p>The college has several hundred in-community sites where students gain valuable experience as part of their academic program. Appropriate college personnel are reviewing all agreements with off-campus agencies to ensure that a letter of understanding has been executed and approved by the College's Board of Trustees.</p> <p>The procedure at South Campus will include review by the appropriate dean and the provost before forwarding to the appropriate college official. Where appropriate, advisory committees will be included in the review process.</p>	<p>Provosts</p>	<p>9/92</p> <p>7/1/92</p>

SELF-STUDY ACTION PLAN

Section IV: Educational Program	College Response	Person(s) Responsible	Target Completion Date
RECOMMENDATIONS			
<p>Continuing Education, Outreach and Service Programs (4.3)</p> <p>17. Regularly evaluate all non-credit courses.</p>	<p>The Institute for Economic Development is currently reviewing its program evaluation process for customized training, professional development, occupational supplemental, leisure recreation and lifelong learning courses, seminars and briefing. The evaluation process is unique for each program area. The evaluation tools have been developed for each program area and are currently in use. In some instances, the evaluation procedure is part of the program's instructional design (outcomes are measured for each interval of training).</p> <p>The Institute is currently designing procedures to assure that all non-credit courses, seminars, briefings and customized training activities are properly evaluated.</p>	<p>Vice President for Academic Affairs</p>	<p>9/1/92</p>
<p>Selection of Faculty (4.4.1)</p> <p>18. Establish a procedure for assessing an applicant's proficiency in written communication in the language in which the courses are to be taught.</p>	<p>All applicants invited for interviews for new full-time and adjunct faculty will be required to respond in writing to questions that will document their proficiency in written communication.</p>	<p>Vice President for Academic Affairs and academic department heads</p>	<p>9/1/92</p>

SELF-STUDY ACTION PLAN

Section IV: Educational Program	College Response	Person(s) Responsible	Target Completion Date
RECOMMENDATIONS			
<p>Associate (4.4.2.1)</p> <p>19. Ensure that all faculty meet the academic and professional preparation requirements of Section 4.4.2.1 of the <u>Criteria for Accreditation</u>.</p>	<p>Documentation of the special circumstances that qualify the full-time faculty cited in the Self-Study Report is available in the Self-Study office. Where appropriate, that documentation includes a plan for meeting the academic and professional preparation requirements of Section 4.4.2.1. Adjunct faculty who do not meet these requirements will not be hired/rehired.</p>	<p>Provosts</p>	<p>5/7/92</p>
<p>Part-Time Faculty (4.4.3)</p> <p>20. Eliminate the first exception of policy 6Hx2-307 so that the requirements for part-time and full-time faculty are the same.</p>	<p>Policy 6Hx2-3.03 has been rewritten to include qualifications for part-time and full-time faculty with no exceptions from the SACS criteria. This revision has been reviewed by the President's Staff and is currently being reviewed by the President of the Faculty Senate. The revised policy will be presented no later than the August Board meeting so that it will be in place prior to the 1992-93 academic year. Policy 6Hx2-3.07 will be eliminated.</p>	<p>Vice President for Academic Affairs, Vice President for Human Resources and Support Services</p>	<p>8/18/92</p>

SELF-STUDY ACTION PLAN

Section IV: Educational Program	College Response	Person(s) Responsible	Target Completion Date
RECOMMENDATIONS			
<p>Academic Freedom and Professional Security (4.4.6)</p> <p>21. Distribute to all members of the faculty a statement of the principles of academic freedom as established by the Board of Trustees.</p>	<p>Effective the 1992/93 academic year, adjunct faculty will be receiving a copy of the <u>College Faculty/Staff Handbook</u> which does contain the College's statement on academic freedom. The <u>Adjunct Faculty Handbook</u> will not longer exist.</p>	<p>Vice President for Academic Affairs</p>	<p>9/1/92</p>
<p>Consortial and Contractual Relationships (4.5)</p> <p>22. Regularly evaluate all consortial and contractual relationships.</p>	<p>The initiating departmental/administrative areas individually determine the effectiveness of their respective contracts. If the contract requires a renewal and has been demonstrated to be effective, then that departmental/administrative area processes the renewal.</p>	<p>Assistant to the President</p>	<p>Ongoing</p>

SELF-STUDY ACTION PLAN

Section IV: Educational Program	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
Undergraduate Admission (4.1.1)			
6. Amend item #4 of Policy 6Hx2-5.01, to preclude non-high school graduates from enrolling in vocational courses.	The policy will be revised to conform to law.	Vice President for Student Affairs	9/1/92
7. Revise the catalog copy for item #7 of the General Admission Requirements to reflect more clearly the college's policy for admitting non-high school graduates.	The wording of this admissions policy will be rewritten for the next edition of the college catalog.	Vice President for Student Affairs	4/1/93
8. In item 2(e) of Policy 6Hx2-5.01, eliminate the reference to "ability to benefit."	Ability to benefit, which refers to students who do not meet the standard guidelines of Title IV programs, has no meaning when used with non-credit courses offerings due to students' ineligibility when taking non-credit courses. The policy will be rewritten.	Vice President for Student Affairs	9/1/92
9. Include in item #4 of the transfer students' admission policy the minimum number of BCC credits required for a degree.	The change will be made in the next edition of the college catalog.	Vice President for Student Affairs	4/1/93
10. Enforce the requirement that students on academic warning and academic probation see an academic advisor or a counselor before registering for classes.	The procedure for implementing academic standards will be re-evaluated in September 1992 by the Deans of Student Affairs with a view toward implementing this suggestion.	Vice President for Student Affairs	1/1/93

SELF-STUDY ACTION PLAN

Section IV: Educational Program	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
Undergraduate Completion Requirements (4.1.2)			
11. Publish the competencies for degree and certificate programs in the college catalog and the <u>Faculty/Staff Handbook</u> .	Degree and certificate competencies will be published in the 1993/94 college catalog and other appropriate documents.	Vice President for Academic Affairs	4/1/93
12. Document compliance with the provision of a general education component to ensure competence in oral communication.	The institutional response to the recommendation addressing this issue is sufficient to insure compliance.	Vice President for Academic Affairs	3/1/93
Undergraduate Curriculum (4.1.3)			
13. Develop a means of better informing faculty of articulation agreements.	The Vice President for Academic Affairs will circulate copies of new articulation agreements to academic deans, department heads or program managers directly responsible for the program, and the appropriate curriculum director. In order to ensure that all faculty are aware of these agreements, the academic deans will be encouraged to share the agreements with their department heads.	Vice President for Academic Affairs	4/1/93
Undergraduate Instruction (4.1.4)			
14. Collect additional data to determine whether the dissatisfaction rests with the level of support, the level of critical evaluation, or both. Based on the results of that investigation, take appropriate action.	The Office of Institutional Planning & Effectiveness in conjunction with the Office of Institutional Research will develop a mini-survey for faculty to respond to this two-part question that has resulted in ambiguous results.	Director of Institutional Planning and Effectiveness	6/1/93

SELF-STUDY ACTION PLAN

Section IV: Educational Program	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
15. Publish and promote various opportunities for improving instruction.	The College currently describes in the <u>Faculty/Staff Handbook</u> various opportunities available to faculty for the improvement of instruction. Included are descriptions of Staff and Program Development, the Teaching/Learning Center, and Academic Computing. The <u>Collective Bargaining Agreement</u> lists the availability of tuition reimbursement and the opportunities for faculty to design professional development plans. These opportunities will also be promoted at new faculty orientation and at faculty meetings.	Vice President for Academic Affairs	11/1/93
Continuing Education, Outreach and Service Programs (4.3)			
16. Follow the recommended procedures of the SACS C.E.U.: <u>Criteria and Guidelines</u> for all continuing education courses.	The College will establish a procedure for recording CEU's on transcripts.	Vice President for Academic Affairs	6/1/93
17. Develop procedures for a more timely processing of mail registrations.	Extra personnel are assigned to process mail registration during peak periods; most mail registrations are now processed within 24 hours.	Vice President for Academic Affairs	Completed

SELF-STUDY ACTION PLAN

Section IV: Educational Program	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
Part-Time Faculty (4.4.3)			
18. Establish a policy on the evaluation of part-time faculty, and publish it in an appropriate document.	An ad hoc committee will be formed by the Vice President of Academic Affairs to establish a policy on the evaluation of part-time faculty.	Vice President for Academic Affairs	7/1/93
19. State the policy regarding adjunct faculty office hours in the <u>Adjunct Faculty Handbook</u> and <u>Policy Manual</u> .	The policy regarding adjunct faculty office hours will be published in the 1992/93 <u>Faculty/Staff Handbook</u> .	Vice President for Academic Affairs	9/1/93
20. Monitor adherence to the policy regarding adjunct faculty office hours.	The monitoring of adherence to office hour requirements for both full-time and adjunct faculty is the responsibility of the academic department heads.	Academic Deans/Department Heads	Ongoing
21. Address the issue of office hour requirements for courses of other than three contact hours.	The office hour requirement for adjunct faculty shall be per course, irrespective of the number of contact hours.	Vice President for Academic Affairs	Completed
The Role of the Faculty and Its Committees (4.4.8)			
22. Revitalize the joint task force to address the issues of academic governance.	Article 2.90 (A) of the Collective Bargaining Agreement specifies that the Task Force should be formed. The formation of the Task Force is a shared responsibility between the President of the College and the President of the UFF/BCC Chapter. In the fall of 1992, the President of the College will initiate the formation of the task force.	President	11/1/92

SELF-STUDY ACTION PLAN

Section IV: Educational Program	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
<p>Faculty Loads (4.4.9)</p> <p>23. Limit the number of hours to be assigned to individual adjunct faculty and include that policy in the <u>Adjunct Faculty Handbook</u>.</p> <p>24. Establish a process to insure that adjunct faculty do not exceed their term or annual limits.</p>	<p>Adjunct faculty are limited to 9 credit hours per term and a maximum of 24 credit hours per year. Exceptions to the 9-hour rule must be approved by the Vice President of Academic Affairs, and to the 24-hour rule by the President. These limits are published in the salary schedules which are distributed annually to all departments and will be added to the <u>Faculty/Staff Handbook</u>.</p> <p>Each department head has adjunct faculty members complete a form indicating if they are teaching at another College location. This ensures that the department head is aware of the total load of the adjunct. If it appears that the limits will be exceeded, exceptions are requested or adjustments in load are made. The Human Resources Management Department, as the central processing point for all adjunct personnel records, monitors compliance with the load limits.</p>	<p>Vice President for Human Resources and Support Services</p> <p>9/1/92</p> <p>Vice President for Human Resources and Support Services</p> <p>Ongoing</p>	

SELF-STUDY ACTION PLAN

Section IV: Educational Program	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
<p>Criteria and Procedures for Evaluation (4.4.10)</p> <p>25. Publish the procedures and forms for faculty evaluation in an appropriate document.</p> <p>Consortial and Contractual Relationships (4.5)</p> <p>26. Establish a database which includes the location of each contract, its expiration date, and the date for its next review.</p>	<p>Several parts of the evaluation process are being reviewed at this time. At the conclusion of those reviews, the procedures and forms will be published.</p> <p>Since all contracts, agreements and leases, must be approved by the District Board of Trustees, they are sent to the Assistant to the President for initial review and entry into the packet that is presented to the Board each month. The Assistant to the President will be responsible for the maintenance of a centralized listing of contracts.</p>	<p>Vice President for Human Resources and Support Services</p> <p>Assistant to the President</p>	<p>8/93</p> <p>10/92</p>



SECTION V

**EDUCATIONAL SUPPORT
SERVICES**

Section V

Educational Support Services

LIBRARY (5.2)

Purpose and Scope (5.2.1)

Self-Study Report (p. 3) In 1988, the President approved a set of specific objectives for the College libraries.... These objectives are in the process of being up-dated and will be available in the Self-Study Office at the time of the site visit.

Self-Study Report (p. 12) In 1988, the President approved a set of specific objectives as part of an effort to attain the goals set for the Library/LRC. These specific objectives, which can be found in the Self-Study Office, are in the process of being up-dated.

Update A one-day retreat for library and learning resource personnel has been planned for Term I to review and update the goals and objectives of both the libraries and Learning Resource Centers in light of the ongoing unique consortial arrangements and the results of the recently completed faculty/administrator and student surveys of services.

Services (5.2.2)

Self-Study Report (p. 6) The current North Campus Library site is 21,392 net assignable square feet, although with the plans for expansion, this location will eventually exceed 100,000 net assignable square feet. The current Central Campus Library and LRC site is 37,000 net assignable square feet and will increase to approximately 80,000 square feet as a result of the partnership with Florida Atlantic University.

Update At the North Campus, construction on the 117,000 square foot, \$13 million BCC/North Regional Library and Day Care Facility is progressing ahead of schedule. The county library staff and the College staff, currently searching for co-directors for the facility, have cooperatively completed the ordering of 25,417 volumes at a cost of approximately \$1 million. The buildings are scheduled to open early in 1993.

Excellent progress has also been made on the proposed joint Broward Community College/Florida Atlantic University library capital improvement project at Central Campus. The 74,533 square foot addition will supplement the existing 39,058 square foot facility. The expanded library will accommodate a book collection of approximately 350,000 volumes. In June, the College was notified that the Florida legislature had approved an appropriation of \$14.5 million for design, construction, and equipment.

INSTRUCTIONAL SUPPORT (5.3)

Self-Study Report (p. 14) The 1989 institutional effectiveness survey of faculty, administrators, and students indicated that faculty and administrators did not have a very positive evaluation of the LRC film and videotape collection. Furthermore, with positive campus responses ranging from a low of 26 percent on North Campus to a high of 56 percent on South Campus, fewer than half of all the faculty and administrators thought the collection was adequate for their needs. Nor did the faculty have a positive evaluation of the collection when asked whether it met their students' needs. The hours that the centers are open and the services provided, however, did receive a much higher positive evaluation. Approximately two-thirds of the students surveyed indicated that they had used the LRC because it was required for their courses. Students also seem to have a more positive evaluation of the overall LRC collection than did the faculty. They felt that the materials were relevant to their courses and that sufficient copies were available. Some students were dissatisfied with the hours the learning labs were open.

Update In the 1991 institutional effectiveness survey, the total percentage of faculty/administrators finding the LRC collection adequate increased 5 percent to 50 percent with the North Campus perception leaping from 26 percent to 48 percent. Fifty-four percent of the faculty/administrators found the collection adequate to meet the needs of their students. Ratings of two of the twelve services dropped (attitude of personnel slipped from 3.2 to 2.8 and photography services fell from 3.1 to 2.9), ratings of five services remained the same, and five ratings increased. Once again, students rated the materials collection, equipment, and facilities higher than the faculty/administrators, but they rated the staff lower. Copies of the survey results are available in the Self-Study Office.

Campus library directors, campus coordinators of learning labs,

academic deans, the Director of Instructional Support Services, the Director of Institutional Planning and Effectiveness, and the Vice President for Academic Affairs met to discuss the results of the 1991 survey and to develop strategies for improvement.

SELF-STUDY ACTION PLAN

Section V: Educational Support Services	College Response	Person(s) Responsible	Target Completion Date
RECOMMENDATIONS			
Institutional Relationships (5.2.5)			
23. Regularly evaluate the effectiveness of such cooperative relationships.	Cooperative library relationships will be reviewed at least every two years. Evaluation of the effectiveness of the relationship between South Campus and the Broward County Library System will be completed by June 1993; evaluation of the cooperative relationships entered into by the libraries on the North and Central Campuses will be completed by June 1994.	Provosts	6/93 and 6/94
Computer Resources and Services (5.4)			
24. Establish clearly stated policies regarding the allocation of computer resources and the assignment of priorities for computer use consistent with the College's purpose and its goals.	A written policy will be developed during Term I, 1992-93, regarding the priorities and usage of the mainframe computer. This policy should not be developed by the Information Systems staff alone, but with a broad representation of user groups. Coordination of wiring and connection to the mainframe will also be included.	Vice President for Human Resources and Support Services	12/15/92
25. Ensure that computer usage and services are balanced among user groups.	Campuses will attempt to balance academic computer usage and services in student labs, faculty labs, and faculty offices relative to available resources and priorities.	Assistant to the President, Provosts, Executive Director CHSE	Ongoing

SELF-STUDY ACTION PLAN

Section V: Educational Support Services	College Response	Person(s) Responsible	Target Completion Date
RECOMMENDATIONS			
<p style="text-align: center;">Purpose (5.6.1)</p> <p>26. Develop a clear statement of Intercollegiate Athletics Program goals and objectives.</p> <p>27. Regularly and systematically evaluate the intercollegiate athletic program to ensure that it is an integral part of the education of athletes and in keeping with the educational purpose of the institution.</p>	<p>The Intercollegiate Athletic Program goals have been revised and are included in the 92/93 college catalog.</p> <p>The Student Activities Board is developing a plan whereby a Faculty/Student Athletic Committee will monitor the Intercollegiate Athletic Program.</p>	<p>Vice President for Student Affairs</p> <p>Vice President for Student Affairs</p>	<p>Completed</p> <p>1/1/93</p>

SELF-STUDY ACTION PLAN

Section V: Educational Support Services	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
Services (5.2.2)			
27. Assess the adequacy of the number and repair of terminals, microform readers, and photocopiers.	Photocopiers at all locations are now under service contracts. The campus provosts will address photocopier needs within their budgetary resources.	Provosts	Ongoing
28. Strengthen the role of the committees in allocating the resources for expanding the library collections.	Each campus has a methodology for faculty to request additions. In some cases, committees are used; in others, expanding the collection is a staff function. Requests are honored up to the fiscal limitations of the budget.	Provosts	Ongoing
29. Assess the effectiveness of the procedure for selecting additions to the Library/Learning Resources collections.	Monthly reports on each campus inform faculty of recent additions to the collections. The provosts will ensure that the committees review these reports.	Vice President for Academic Affairs	Ongoing
Collections (5.2.3)			
30. Establish a mechanism for expanding the periodic review of library holdings to include the Associate of Arts program courses.	When the A.A. Degree course outlines come up for their five-year review, the library holdings supporting instruction in each course will also be reviewed.	Vice President for Academic Affairs and Curriculum Directors	Ongoing

SELF-STUDY ACTION PLAN

Section V: Educational Support Services	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
Staff (5.2.4)			
31. Establish the hiring of a BCC faculty librarian on South Campus as a high priority.	The selection of a South Campus Librarian is a very high priority for the campus. However, due to budgetary reductions, the position has not yet been funded. Priorities for positions are established annually.	South Campus Provost	6/1/93
Instructional Support (5.3)			
32. Fund the purchase of adequate LRC materials and the purchase and maintenance of equipment.	The Directors of Curriculum for Business, Engineering, Math and Science, and Communications will participate in review of hardware needs for programs in their curriculum areas and make recommendations concerning their adequacy. The Director of Instructional Support Services will assess the needs in the College's libraries and Learning Resource Centers, in conjunction with the appropriate campus administrators.	Vice President for Academic Affairs	1/93
33. Provide for the full implementation of the Academic Computing Plan.	The majority of the funds for the implementation of the Academic Computing Plan comes from campus budgets. Campus Academic Computing Committees set goals for implementation of the plan as campus funds permit.	Provosts	Ongoing
34. Plan financially and technically for the ongoing replacement or upgrading of existing computer resources.	Information Systems currently plans in a 3-5 year cycle for possible upgrading of the mainframe system. A new mainframe was installed in April 1992.	Vice President for Human Resources and Support Services	Completed

SELF-STUDY ACTION PLAN

Section V: Educational Support Services	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
<p>Resources (5.5.2)</p> <p>35. Communicate opportunities for staff development to all levels of Student Affairs employees.</p> <p>Academic Advising, Counseling, and Career Development (5.5.3.1)</p>	<p>A student affairs newsletter will be published during Term I, 1992, to apprise all student affairs employees of professional development opportunities and serve as a forum for sharing information on professional activities and current practices.</p>	Vice President for Student Affairs	10/1/92
<p>36. Assess the need for consistent orientation requirements on all campuses.</p>	<p>The need for consistent Orientation requirements was reviewed in the spring during the planning of the orientation program for the 1992-1993 academic year. Additionally, a committee of Student Affairs staff and members of the Student Success committee will be meeting during the summer to discuss this concern.</p>	Vice President for Student Affairs	12/92
<p>37. Evaluate the need for students to consult with academic advisors at various intervals in their degree program.</p>	<p>This item is related to Suggestion #10 (4.1.1) concerning the need for students on academic warning and probation to see an advisor or counselor. It will be evaluated by the Deans of Student Affairs at the same time in September, 1992.</p>	Vice President for Student Affairs	9/92

SELF-STUDY ACTION PLAN

Section V: Educational Support Services	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
<p>38. Clarify the roles of academic advisors and counselors, and provide information about the different roles to all College personnel.</p> <p style="text-align: center;">Student Government, Student Activities and Publications (5.5.3.2)</p>	<p>The Vice President for Student Affairs has convened a group of College counseling staff to review the entire College Counseling/Advising Program. Roles of counselors and advisors are being examined. Changes and clarifications will be issued before the end of Term II, 1993.</p>	Vice President for Student Affairs	5/1/93
<p>39. Provide for greater exposure of students to student government activities.</p> <p style="text-align: center;">Student Behavior (5.5.3.3)</p>	<p>Each Student Government Association is aware of the importance of visibility and accessibility. Plans are being made to work with each of the S.G.A.'s on marketing and goal-setting strategies.</p>	Vice President for Student Affairs	5/1/93
<p>40. Increase student awareness of the College's disciplinary procedures.</p>	<p>Student disciplinary procedures are published in the student handbook and distributed during each campus orientation. Furthermore, designated speakers from Student Life verbally deliver the student disciplinary procedures to all incoming students at student orientations.</p> <p>During 1992-93, the student newspaper will publish information about student disciplinary procedures and faculty will be encouraged to include a statement in their class syllabus indicating the policy of the College regarding discipline.</p>	Vice President for Student Affairs	Ongoing
			1/1/93

SELF-STUDY ACTION PLAN

Section V: Educational Support Services	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
<p>Student Records (5.5.3.4)</p> <p>41. Maximize the use of technology in the processing of student records.</p>	<p>1. The college employs a highly sophisticated computer system for processing student records. As resources become available, the College continues to seek ways to employ more automation. Below are three of the most recent improvements in this area:</p> <ul style="list-style-type: none"> a. A significant improvement was seen in the recent upgrade of the mainframe computer processing unit (CPU). The response time is much faster. b. An automated transcript receipt and delivery system via a statewide computer network was implemented in May. The "FASTER" system has greatly improved the transfer of academic records between Florida public colleges, universities, and school districts. c. BCC staff is also evaluating state-of-the-art imaging equipment to facilitate the storage and retrieval of student records. Acquisition will be determined by fiscal/resources available. 	Vice President for Student Affairs	Ongoing

SELF-STUDY ACTION PLAN

Section V: Educational Support Services	College Response	Person(s) Responsible	Target Completion Date
<p style="text-align: center;">SUGGESTIONS</p> <p>42. Review established procedures for personnel access to student records.</p> <p style="text-align: center;">Student Financial Aid (5.5.3.6)</p> <p>43. More fully automate the processing of financial aid assistance applications with the use of already purchased software and the purchase of needed electronic enhancements.</p>	<p>The security and privacy of student records is being reviewed by an ad hoc committee. The Registrar/Director of Enrollment Management and Director of Information Systems chair this effort and expect a report in October 1992.</p>	<p>Vice President for Student Affairs</p>	<p>10/92</p>
	<p>Student Financial Services staff are participating in numerous training programs designed to enhance their knowledge of the various systems and software already purchased. A Staff and Program Development grant proposal was submitted recently to acquire consultants and other professionals to assist in the training of staff. The grant proposal was written for the 1992-93 academic year and should receive a determination by November 1, 1992.</p>	<p>Vice President for Student Affairs</p>	<p>5/1/93</p>

SELF-STUDY ACTION PLAN

Section V: Educational Support Services	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
<p>44. Determine areas where students need greater assistance in accessing financial aid opportunities and make appropriate changes to address those needs.</p>	<p>In order to better determine the quality of Student Financial Services, a student survey dated July 1992 is being sent to a random selection of financial aid recipients. The survey will assist staff in deciding where the greatest needs are in regard to student knowledge of financial aid programs and the process of making application for these funds. Student Financial Services staff are constantly reviewing and updating information which assists in providing the best possible services to all potential financial aid recipients.</p>	<p>Vice President for Student Affairs</p>	<p>12/1/92</p>
<p>45. Better inform faculty and staff members of the financial aid process and enlist these personnel in making students aware of financial aid availability.</p>	<p>Student Financial Services staff participate in faculty orientations and faculty and staff meetings to provide information about the financial aid process. The staff posts bulletins at different locations around campus and also has a financial aid column in the student newspaper to inform students, faculty, and staff of financial aid information. The Director of Student Financial Services and other staff members appear frequently on the local college news shows to speak about financial aid. The possibility of using a financial aid advisory panel consisting of faculty, staff, and students will be considered for the 1992-93 academic year.</p>	<p>Vice President for Student Affairs</p>	<p>7/1/92</p>

SELF-STUDY ACTION PLAN

Section V: Educational Support Services	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
<p style="text-align: center;">Health Services (5.5.3.7)</p> <p>46. Ensure that all staff, faculty and students are informed of the proper procedures to follow in the event of a medical emergency.</p>	<p>Information on emergency procedures will be included in the student handbook and the student newspaper and presented at each new student orientation. Faculty and staff will be advised of emergency procedures annually and encouraged to review these procedures with students in each class, particularly at the beginning of each term. Posters, which will be strategically placed within classrooms and in hallways, will be pointed out to students periodically by faculty and staff. Medical emergency information will be included on the "registration video" that runs continuously during peak registration periods.</p>	Vice President for Student Affairs	Ongoing
<p>47. Establish a clear standard for adequate health care services collegewide and make those services available to students and staff.</p>	<p>A collegewide advisory board will determine a standard, and disseminate that information to students and staff. This advisory board will be comprised of faculty and staff members presently dealing with health care services on each campus.</p>	Vice President for Student Affairs	5/1/93
<p style="text-align: center;">Intramural Athletics (5.5.3.8)</p> <p>48. Provide sports facilities and an intramural program at South Campus.</p>	<p>The South Campus gymnasium and multi-purpose athletic field are currently under construction and will be available for occupancy in January 1993. Once the building and field are complete, an intramural program will be initiated on South Campus.</p>	Vice President for Student Affairs	4/1/93

SELF-STUDY ACTION PLAN

Section V: Educational Support Services	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
49. Expand intramural programs so that more students can participate.	The expansion of the intramural program is dependent on staffing and the availability of facilities. Expansion will occur at South Campus. Expansion on Central and North is not feasible without full-time supervision and greater access to facilities.	Vice President for Student Affairs	12/1/92
50. Develop methods to assess the effectiveness of the Intramural Program at BCC.	Assessment of the Intramural Program will be done by the Special Assistant to the Vice President for Student Affairs in conjunction with the Director of Student Life.	Vice President for Student Affairs	7/93
51. Plan for the hiring of more full-time faculty as coaches.	The College Athletic Plan, published in November 1991, contains a suggestion that the College hire more full-time faculty coaches as priorities and resources permit.	Vice President for Student Affairs	Completed
52. Evaluate the effectiveness of the decision to combine the duties of the Athletic Director with those of the Dean of Student Affairs on Central Campus.	The evaluation process is ongoing and will culminate in October 1992.	Vice President for Student Affairs	10/92



SECTION VI

ADMINISTRATIVE PROCESSES

Section VI

Administrative Processes

ORGANIZATION AND ADMINISTRATION (6.1)

Administrative Organization (6.1.5)

Update Revised organization charts are included in Appendices A-J.

FINANCIAL RESOURCES (6.3)

Financial Resources (6.3.1)

Update The financial allocation from the appropriation made by the Florida Legislature for 1992-93 totals \$36,167,275. In addition, the College has resources of \$18,348,206 from student fees, a fund balance projected to be \$4,547,898, and other income of \$1,714,010 for a total of \$60,770,389. These resources represent an increase of \$1,865,110 over the net amount following state reductions in 1991-92.

Budget Planning (6.3.3)

Self-Study Report (p. 19) Broad-based involvement in setting these priorities takes place at open meetings and through the newly established ad hoc College Budget Committee.

Update In meetings between the President and the Faculty Senate's Budget Committee, the Senate discussed the faculty's priorities and made suggestions regarding the formulation of the budget. Information from these meetings was shared with the President's staff and used in allocating resources.

Accounting, Reporting and Auditing (6.3.6)

Self-Study Report (p. 23) Annual fiscal year audits are conducted by state auditors, and these certified reports are available for public view.

Update On June 30, 1992, the Office of the Florida Auditor General issued its report on the audit of the College for the fiscal year ended June 30, 1991. That report confirms that "the College's financial statements fairly presented its financial position" and that the College had "established and implemented procedures which generally provide for internal control of College operations." It cites three "reportable conditions," none of which is "a material weakness in the College's internal control structure," and seven exceptions to the College's general compliance with governing laws, rules, and grantor restrictions. A full copy of this report is available in the Self-Study Office.

Purchasing and Inventory Control (6.3.7)

Update A computerized purchase order system went into effect collegewide in July. Generated at the department level, purchase orders are entered into the mainframe data bank so that any person having access to the mainframe can trace action on the orders by person and date. The computerized point of sale system implemented July 1 in the bookstores automatically generates an inventory. Transactions can be easily traced by both person and date.

PHYSICAL RESOURCES (6.4)

Space Management (6.4.1)

Update The following progress has been made on the remodeling, renovations, and site improvement projects listed on page 31 of the Self-Study Report:

1. The project to improve lighting in the parking lots on Central Campus is underway.
2. Phase I of the Lecture Theatre renovation is proceeding well and scheduled for completion by Term I.
3. On South Campus, Phase I of the remodeling of Buildings 70 and 71 and Lecture Room 101 is nearing completion.

SELF-STUDY ACTION PLAN

Section VI: Administrative Processes	College Response	Person(s) Responsible	Target Completion Date
RECOMMENDATIONS			
Fundraising (6.2.3)			
28. Develop written policies regarding fundraising and disseminate as appropriate.	Written policies regarding fundraising efforts of all areas of the College will be developed and disseminated throughout the College and to the BCC Foundation Board.	Vice President for Development	9/30/92
29. Regularly evaluate fundraising activities of the College.	A formal evaluation process for the College's total fundraising efforts will be developed and will take into account the fundraising efforts undertaken by various areas, the grants effort, the College's Foundation, and the relationship to the institution's goals.	Vice President for Development	9/30/92
Budget Planning (6.3.3)			
30. Regularly evaluate the written procedures for budget planning.	A budget calendar of critical date requirements for the timely submission of the budget to the state is developed annually and will be submitted to the President's Staff by January 15th or one month prior to the beginning of the Legislative session (whichever occurs later). At the time the budget calendar is presented to the President's staff the budget planning procedure will be reviewed and evaluated.	Vice President for Business Affairs	1/93

SELF-STUDY ACTION PLAN

Section VI: Administrative Processes	College Response	Person(s) Responsible	Target Completion Date
RECOMMENDATIONS			
<p>Investment Management (6.3.10)</p> <p>31. Establish written investment practices and regularly evaluate investment policies and guidelines.</p>	<p>The College follows the investment practices set forth in Procedure A6Hx2-6.17. Annually, the Vice President for Business Affairs, the Comptroller, and the Associate Comptroller will review investment results of the prior fiscal year. The results will be submitted to the President along with a recommendation as to the future investment of College funds.</p>	<p>Vice President for Business Affairs</p>	<p>7/1/92</p>

SELF-STUDY ACTION PLAN

Section VI: Administrative Processes	College Response	Person(s) Responsible	Target Completion Date
<p style="text-align: center;">SUGGESTIONS</p> <p>Organization and Administration (6.1)</p> <p>53. Conduct a detailed evaluation of the actual allocations and the procedures used to allocate the resources within the College.</p> <p>54. Review communication procedures between support staff and administrators and enhance where necessary.</p>	<p>The College uses a budgeting process that carries forward the basic allocations to operational units from year to year. To this budget base, new activities, programs, or functions are added. Likewise, program deletions or reductions are also made. Each provost and vice president is responsible for conducting budget formulation meetings in their respective areas of responsibility. The purpose of these meetings is to discuss and form the priorities for the coming year. Also, the President holds overall budget workshops to promote exchange on the overall College budget. During 1992-93, the President and each administrator will give special attention to communicating the budget process to each College employee and will encourage participation in the process.</p>	<p>President</p>	<p>5/1/92</p>
	<p>During Term I of 1992, the President will survey support staff to determine what communication vehicles are effective and what changes should be made to improve the communication among the administrators and support staff.</p>	<p>President</p>	<p>12/1/92</p>

SELF-STUDY ACTION PLAN

Section VI: Administrative Processes	College Response	Person(s) Responsible	Target Completion Date
<p style="text-align: center;">SUGGESTIONS</p> <p>Advisory Committees (6.1.3)</p> <p>55. Monitor that advisory committees meet and that minutes are recorded.</p> <p>Official Policies (6.1.4)</p> <p>56. Maintain the <u>Procedures Manual</u> so that it is consistent with the <u>Policy Manual</u>.</p> <p>Administrative Organization (6.1.5)</p> <p>57. Evaluate the current organizational structure and make the changes necessary to facilitate the achievement of the College mission.</p>			
	<p>The Vice President for Academic Affairs will monitor that advisory committees meet a minimum of twice per academic year. Minutes of each meeting will be submitted to the Vice President, who will report annually to the President on the compliance record of advisory committee meetings.</p>	<p>Vice President for Academic Affairs</p>	<p>9/1/92</p>
	<p>By December 1, 1992, the appropriate College officers will conduct a full review of the <u>Procedures Manual</u> to assure the College policy is being implemented properly. If substantive changes to procedure are necessary, the proposed changes will be developed in a manner that is consistent with normal College practice.</p>	<p>President</p>	<p>12/1/92</p>
	<p>The last major organizational review, which was done in 1987, resulted in a number of changes that were very positive for the College. When resources permit, hopefully during the 1993-94 year, a new comprehensive review of the organizational structure will be undertaken. Broad participation in this review will be encouraged.</p>	<p>President</p>	<p>6/30/94</p>

SELF-STUDY ACTION PLAN

Section VI: Administrative Processes	College Response	Person(s) Responsible	Target Completion Date
<p style="text-align: center;">SUGGESTIONS</p>			
<p>58. Review the position descriptions of the administrative officers at all levels and update them yearly to reflect the current organization.</p>	<p>All administrative officials will be required to review and revise their job descriptions by the end of Term I, 1992-93. These will then be reviewed by the appropriate member of the President's staff and the Human Resources Management Department. Thereafter, the Human Resources Management Department will provide annual updates. Job descriptions will be published and issued Collegewide.</p>	<p>Vice President for Human Resources and Support Services</p>	<p>6/30/93</p>
<p style="text-align: center;">Alumni Affairs (6.2.3)</p> <p>59. Create a designated Coordinator of Alumni Affairs to focus the efforts of the College on organizing an active alumni organization and providing programs and activities which involve alumni.</p>	<p>The responsibility for alumni affairs rests with the Director of Resource Development. She has been charged with implementing a program, based on available funding, during 1992-93.</p>	<p>Vice President for Development</p>	<p>9/30/92 for plan</p>
<p>60. Organize an alumni advisory committee for the purpose of involving alumni in the growth and development of the institution.</p>	<p>See response above. An alumni advisory committee will be incorporated into the planning process for the alumni affairs area.</p>	<p>Vice President for Development</p>	<p>1/30/93</p>

SELF-STUDY ACTION PLAN

Section VI: Administrative Processes	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
<p>Budget Control (6.3.4)</p> <p>61. Develop self-directed training materials that provide in-depth, personalized training in the use of the computerized budget system and provide an orientation to the types of budget reports available for decision making for those with budget responsibility.</p> <p>Purchasing and Inventory Control (6.3.7)</p> <p>62. Implement a system that periodically informs the originators of purchase orders of the status of their purchase requests.</p>	<p>Budget material for the training of personnel and the understanding of the computerized budget system have been developed. (See training manuals titled: "Budget Information Via CR T" and "Budget Information Via Monthly Reports.") Orientation and training sessions will continue to be made available to all College staff with budgetary responsibilities by scheduling meetings at each campus and by special arrangement upon request.</p> <p>A computerized purchasing system is being implemented on July 1, 1992. Requestors will have a requisition number specific to their department to track the requisition from inception to completion.</p>	<p>Vice President for Business Affairs</p> <p>Vice President for Business Affairs</p>	<p>Ongoing</p> <p>7/1/92</p>

SELF-STUDY ACTION PLAN

Section VI: Administrative Processes	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
<p>Risk Management and Insurance (6.3.3.11)</p> <p>63. Have the designated Risk Management Coordinator perform more frequent on-site inspections to identify potential risk and/or health and safety violations.</p> <p>Space Management (6.4.1)</p> <p>64. Assess the need for additional parking spaces and, if indicated, examine possible methods for expanding parking facilities and implement in a timely manner.</p>	<p>Quarterly, the College Risk Management Coordinator will coordinate campus safety inspections which will include the following personnel:</p> <ul style="list-style-type: none"> . College Risk Management Coordinator . Campus Provost or designee . Campus Physical Plant Director . Campus Safety Officer . College Safety Officer . Safety Committee Chairperson <p>Results of the inspection will be documented and the Campus Provost will respond to these suggestions within thirty days as to corrective action to be taken.</p> <p>Parking is part of overall planning process when buildings are constructed.</p>	<p>Vice President for Business Affairs</p> <p>Vice President for Business Affairs</p>	<p>Ongoing</p> <p>Ongoing</p>

SELF-STUDY ACTION PLAN

Section VI: Administrative Processes	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
65. Provide additional office space for adjunct faculty use.	Where possible, the campus academic departments have made provisions for adjunct faculty to have office space. If this is not possible, adjunct faculty are urged to use their classroom as a meeting place with students. As new facilities become available, campus administrations will make adjunct office space a priority.	Provosts and Executive Director of the Center for Health Science Education	Ongoing
Building, Grounds and Equipment Maintenance (6.4.2)			
66. Increase the regularity at which the plan for the upkeep of College facilities is implemented and improve response times for the completion of scheduled projects.	College facilities are maintained so far as routine services are concerned by the staff of the individual campus. Major maintenance problems are handled by the College's Physical Plant Department. A computerized listing of electric motors and other equipment that needs servicing is maintained and service is provided according to that schedule. Response time for completion of scheduled projects is dependent upon available staff in relation to the priorities established.	Vice President for Business Affairs	Ongoing
	The long range plan for Capital Improvement calls for the systematic renovation and remodeling of buildings according to campus priorities. The timeliness of the completion of minor maintenance is monitored on each campus.	Provosts	Ongoing

SELF-STUDY ACTION PLAN

Section VI: Administrative Processes	College Response	Person(s) Responsible	Target Completion Date
SUGGESTIONS			
<p>67. Ensure that staff requirements keep pace with maintenance needs.</p> <p>Safety and Security (6.4.3)</p>	<p>We seek to avail ourselves of opportunities for training sessions for staff in order that they can remain up to date. Staffing for this area is considered in relation to other staffing needs throughout the College and the priorities which are assigned to these. During the 1992-93 academic year, campus provosts and the Executive Director for Health Science Education will meet with the Vice President for Business Affairs to identify staffing needs for the 93/94 budget year.</p>	<p>Vice President for Business Affairs, Provosts, Executive Director of the Center for Health Science Education</p>	<p>3/1/93</p>
<p>68. Investigate specific concerns about safety and security at the College and implement appropriate action.</p>	<p>Provosts will investigate specific concerns and take appropriate action.</p>	<p>Provosts</p>	<p>Ongoing</p>
<p>69. Improve the system for informing the College community of safety procedures and the names of the appointed Safety Committee members and the designated safety officers on each campus.</p>	<p>Currently the College is undergoing extensive review of its safety procedures. Each campus appoints a safety officer and the Vice President for Business Affairs' office seeks to coordinate with these persons. The campus provosts will disseminate names of Safety Committee members.</p>	<p>Vice President for Business Affairs</p>	<p>12/1/92</p>

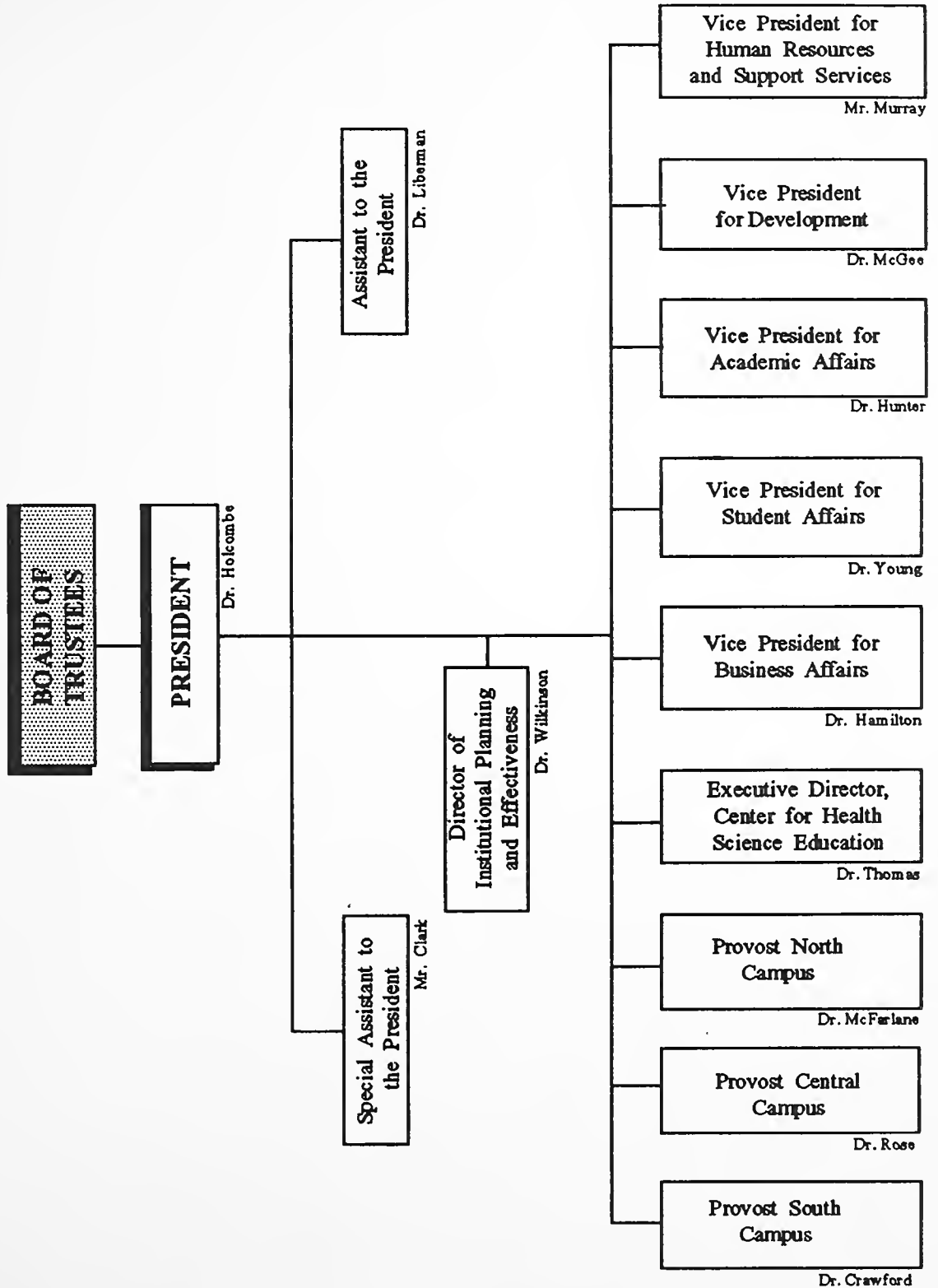


APPENDIX

Broward Community College

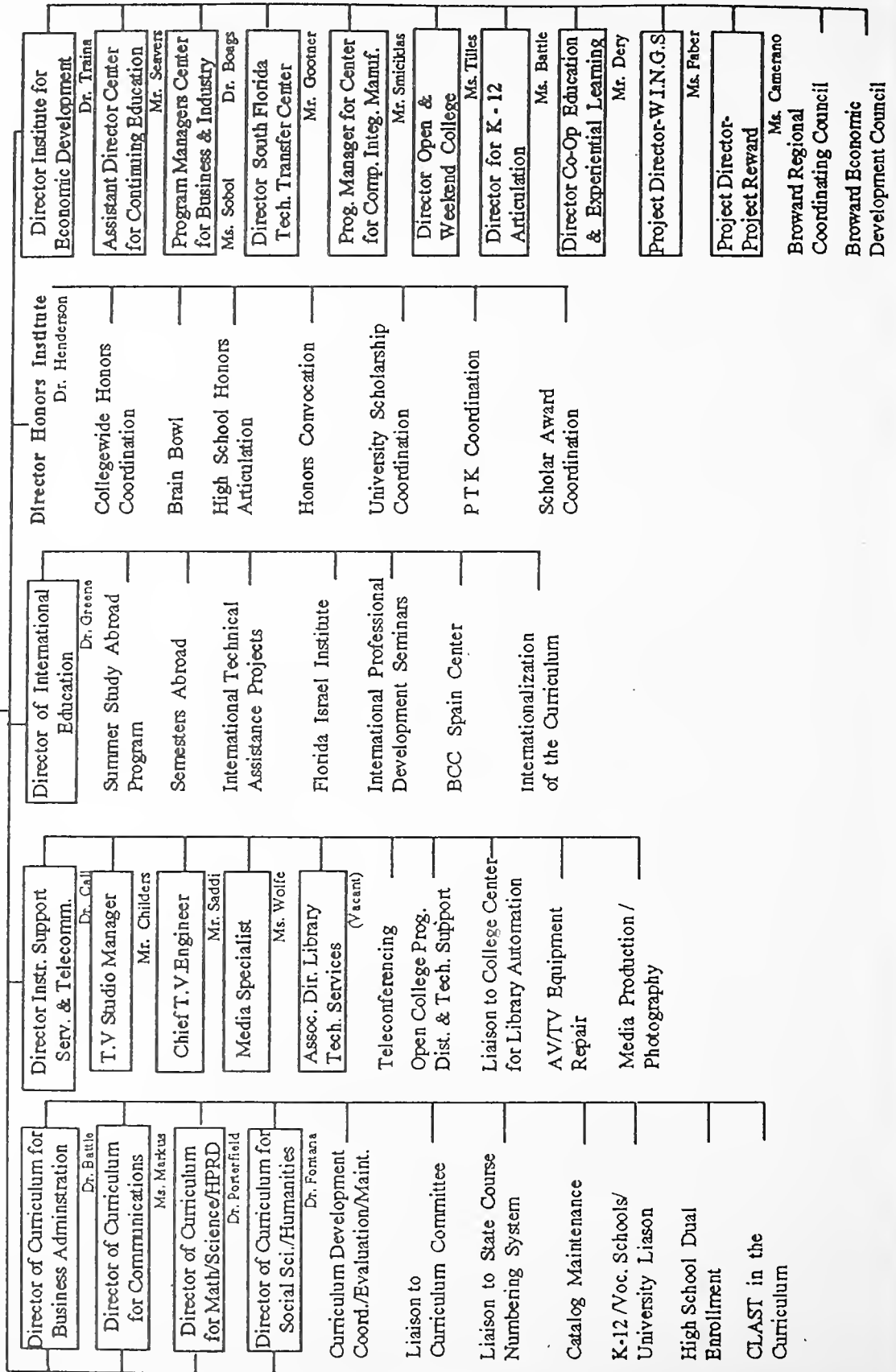
APPENDIX A

College Administration

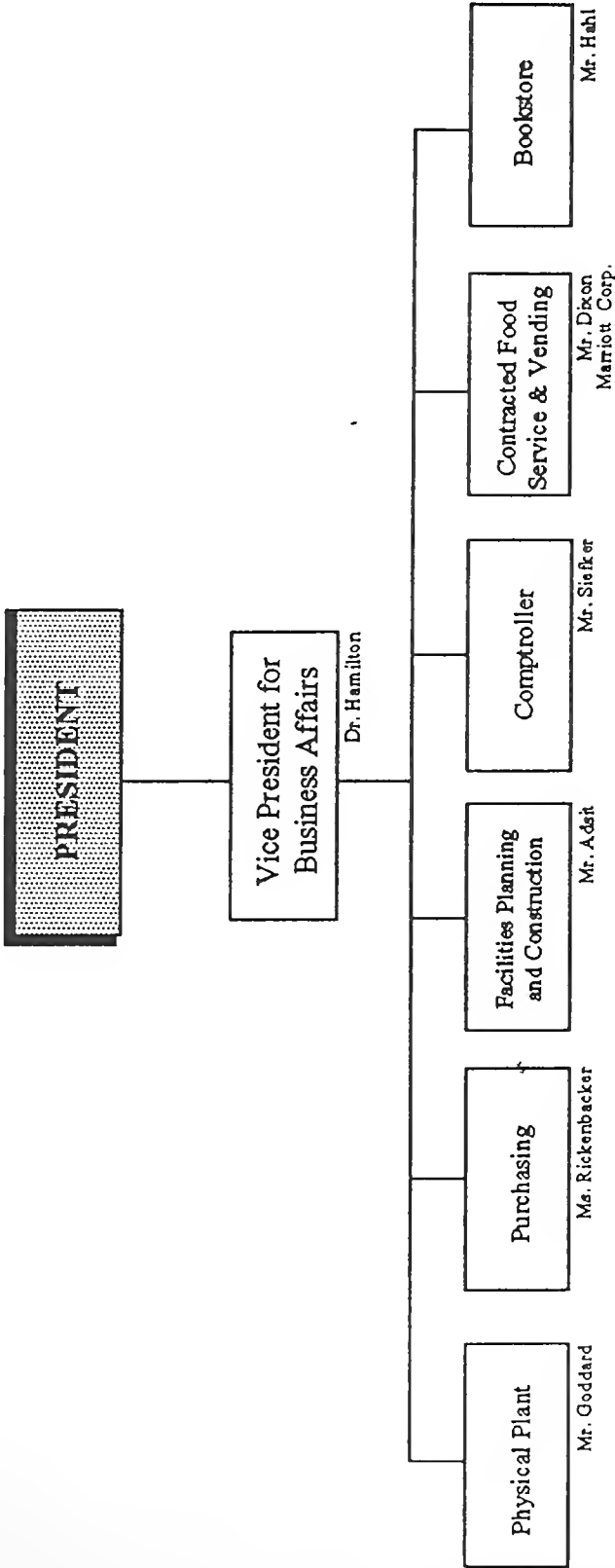


Academic Affairs

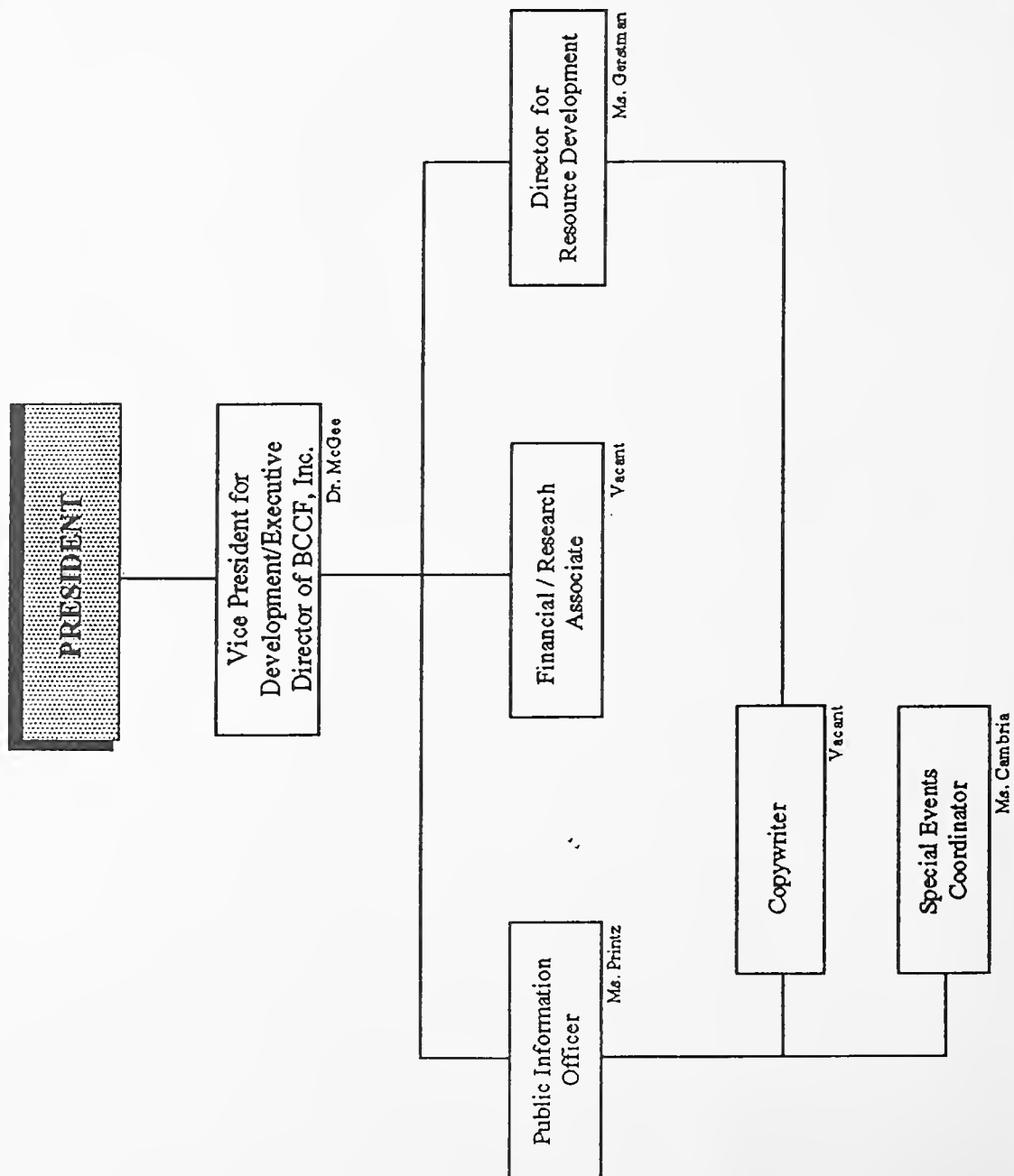
APPENDIX B



Business Affairs

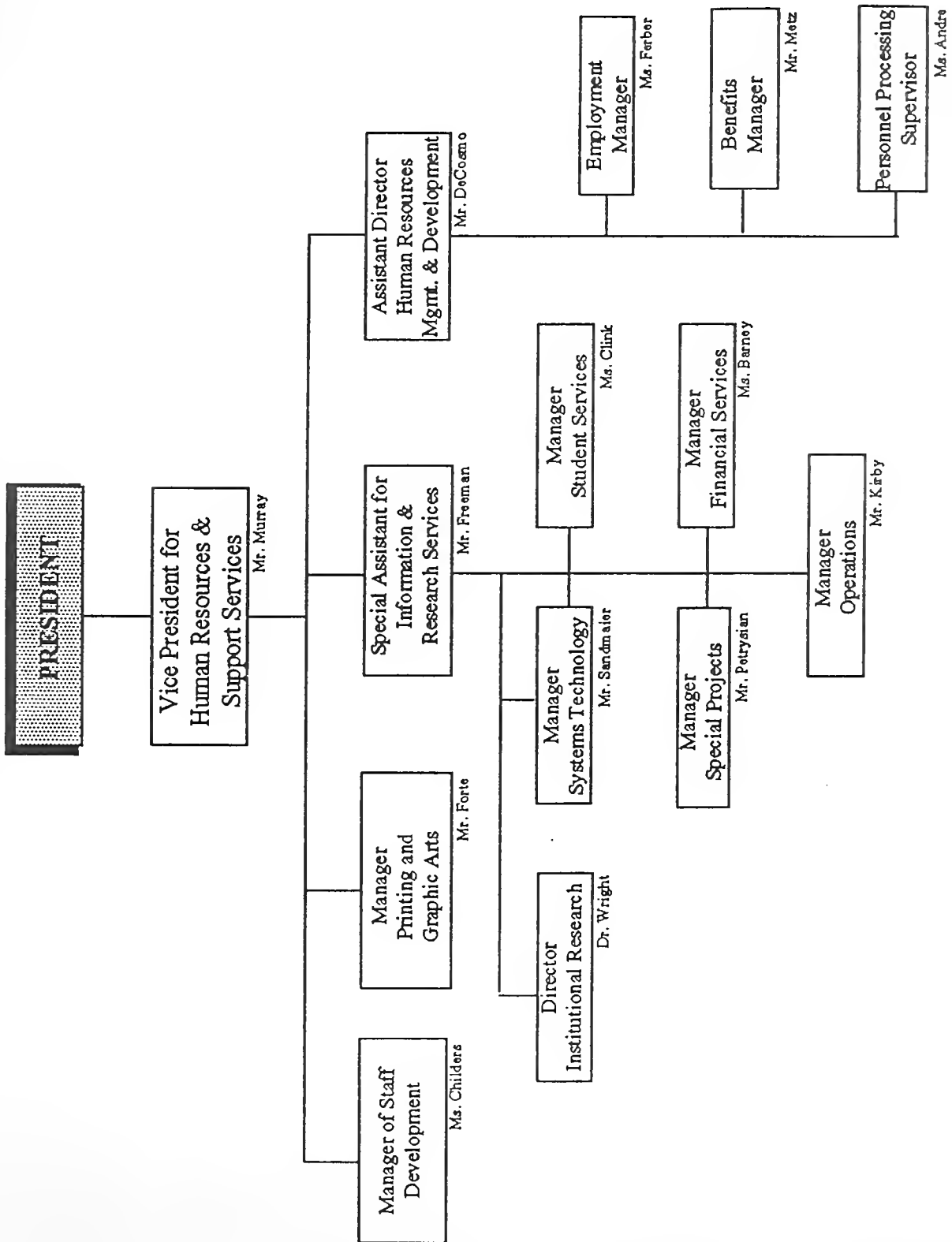


Development



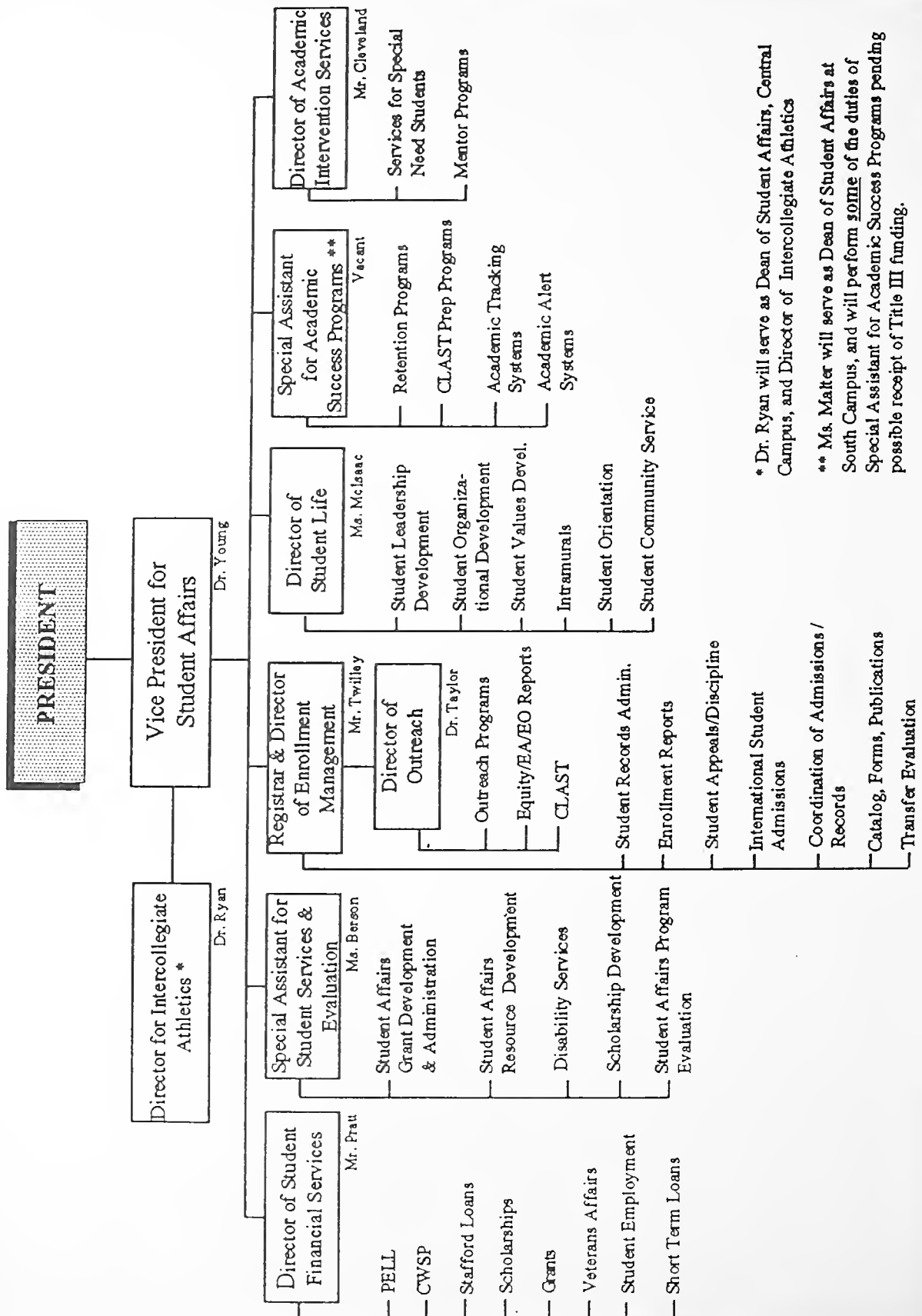
APPENDIX E

Human Resources and Support Services



Student Affairs

APPENDIX F

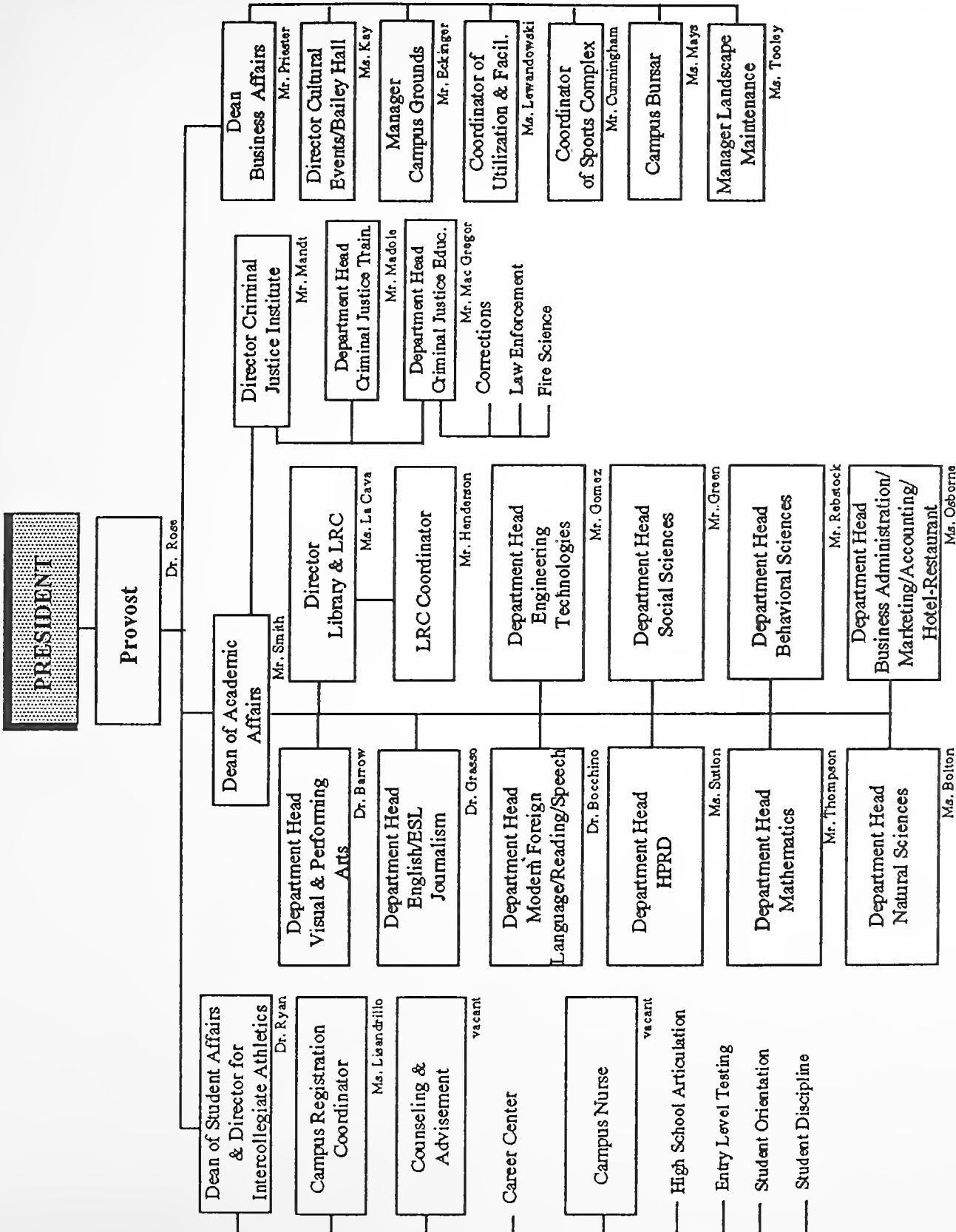


* Dr. Ryan will serve as Dean of Student Affairs, Central Campus, and Director of Intercollegiate Athletics

** Ms. Matter will serve as Dean of Student Affairs at South Campus, and will perform some of the duties of Special Assistant for Academic Success Programs pending possible receipt of Title III funding.

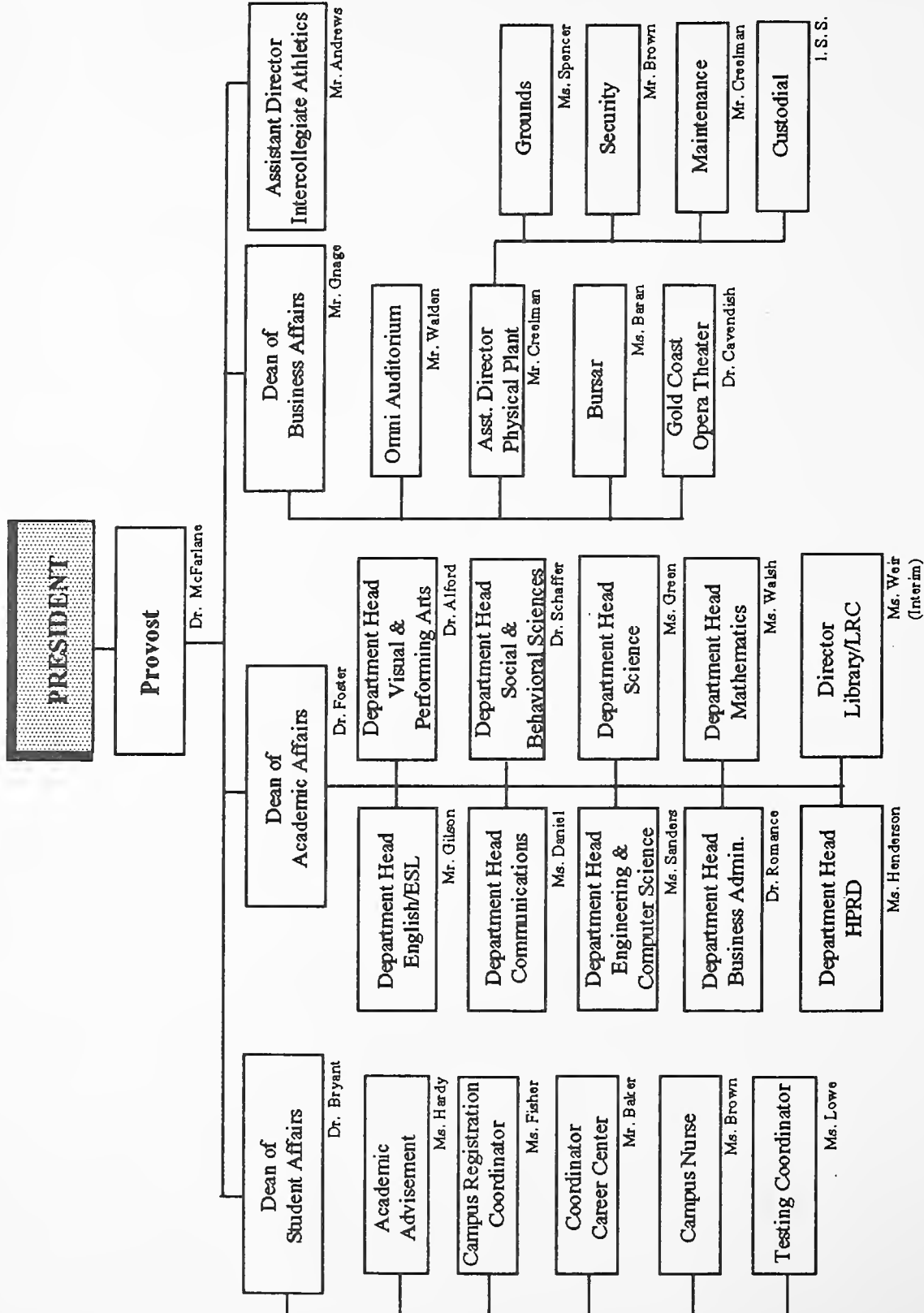
APPENDIX G

Central Campus



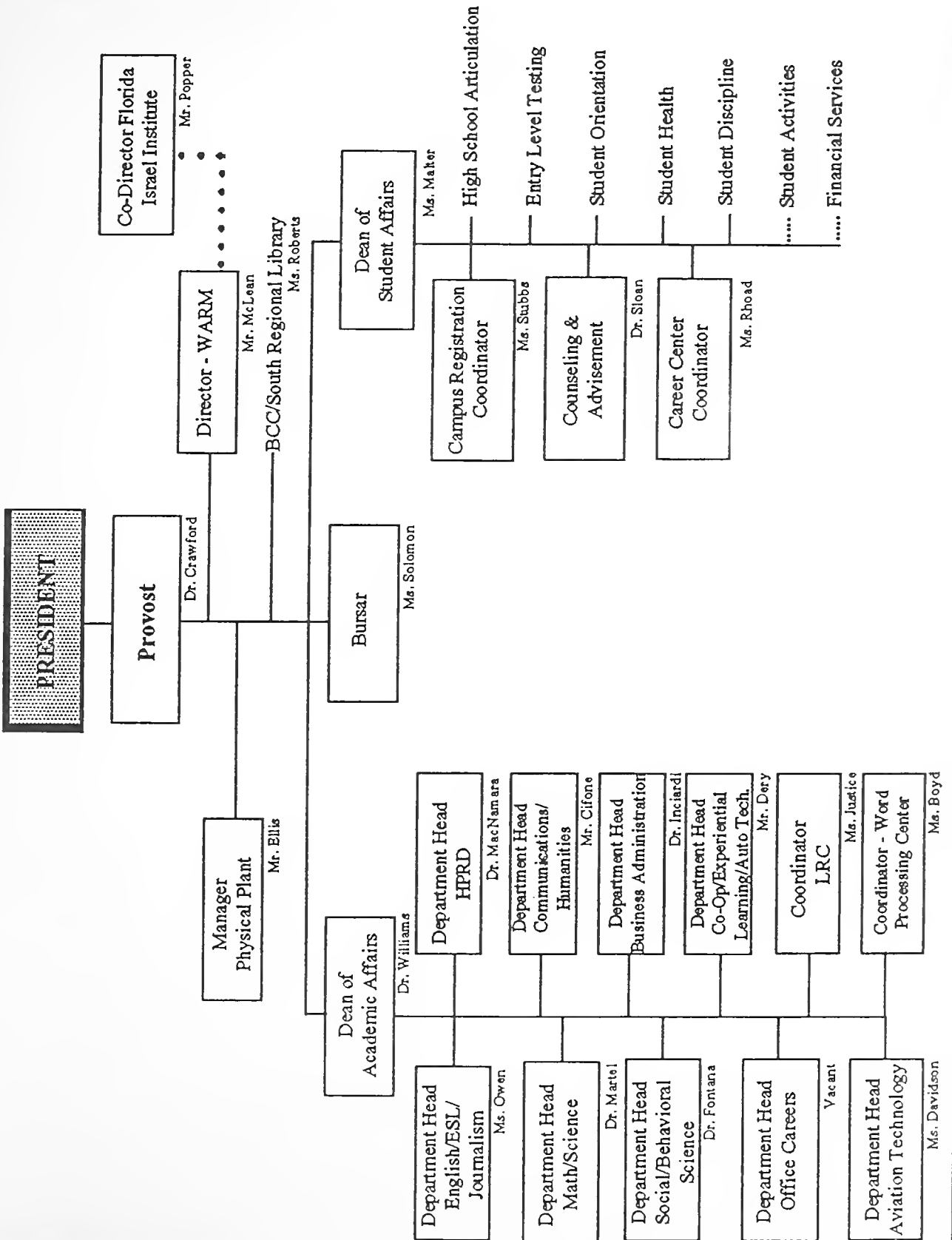
North Campus

APPENDIX H



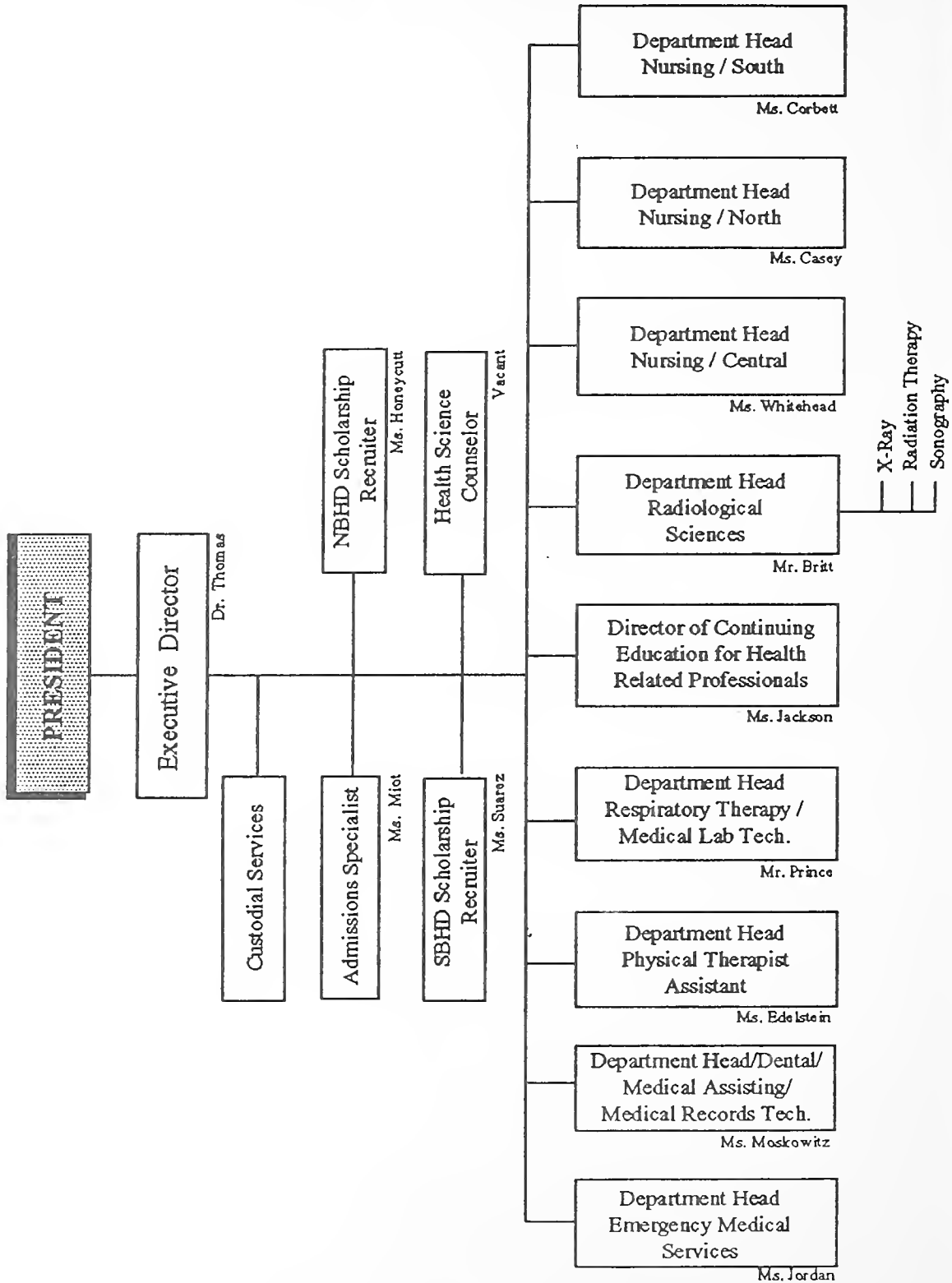
APPENDIX I

South Campus



APPENDIX J

Center for Health Science Education



DISTRICT BOARD OF TRUSTEES

Dorsey C. Miller, Chairman
Joyce B. Cross, Vice Chairman
Katharine S. Barry • Guy Bass, Jr. • Mario Cartaya

BROWARD COMMUNITY COLLEGE

Willis N. Holcombe, President

"AN EQUAL ACCESS/EQUAL OPPORTUNITY INSTITUTION"